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1989 Survey of Salary, Benefit and Staffing Patterns of Mental Health Providers

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PREFACE

This edition of the National Council's Survey of Salary, Benefit and Staffing Patterns comes at a critical point in time for the private nonprofit and public mental health care industry. Nonprofit mental health providers across the nation are facing serious challenges in recruiting and retaining competent, qualified employees. Approximately 70% of mental health provider costs are based in its human resource assets. Yet for many years, innovative management of the industry's human resources, aimed at creative compensation and improving the quality of work life, has lagged behind the private sector. It is obvious that this cannot continue if the private nonprofit and public sector providers are to remain viable, credible service deliverers.

The 1989 edition contains a number of enhancements and additions designed to provide the most contemporary and useful human resource management data available. This year's survey was substantially revised to present more accurate and contemporary position descriptions and job titles. Data collection was expanded to include, for the first time, a sample of non-NCCMHC members including for-profit organizations. The report format was enhanced to provide trend analysis and improve readability. This edition also contains comparisons with the 1987 database to further demonstrate compensation and benefit trends.

It has often been said that systems do not help people, only people help people. It is the National Council's hope that this information will materially assist leaders and managers in developing effective strategies to assure that the "people who help people" will remain in the community-based provider systems.

I would like to acknowledge and thank each individual who took the time to complete the survey. Without their contribution of time, effort and support, this valuable national information could not be made available.

Charles G. Ray
Executive Director
National Council of
Community Mental Health Centers

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INTRODUCTION

Every two years the National Council of Community Mental Health Centers conducts a survey of the salary structures of community agencies providing mental health services. These semi-annual surveys can assist local agencies in setting agency salary ranges and fringe benefit packages. Comparisons among the present and previous survey results can point to changes in compensation rates and staffing patterns. Comparisons among different service areas, or between geographic regions, can identify specific salary, fringe and staffing patterns that are unique to each region.

The 1989 salary survey incorporates the responses from 430 community mental health organizations. This represents an increase of 20% over the number participating in the 1987 survey and 78% more than participated in 1985. Table 1 displays the service area and geographic regions represented in this survey.

The 1989 Salary Survey incorporates several improvements from the 1987 survey. Medians rather than means are reported for starting, average, and top salaries for each of the professions and positions. Medians represent mid-point salaries, where half the salaries reported for that category fall above and half below the reported figures. Medians have the advantage of being less influenced by unusually high or unusually low salaries and should be easier for agency managers and governing boards to use when comparing their own salary scales. Medians are also reported in the descriptions of agency characteristics such as annual budgets and staffing patterns, where extremely high or extremely low figures for a few agencies could distort underlying patterns. Compensation and fringe benefits are summarized by service area and by geographic region. Tables on staffing configurations, vacancy and turnover rates, services, and fringe benefits are also included in this report.

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Overview of Survey Results

Compensation for Managers

During the last two years, average managerial compensation has increased for most positions, generally from 3% to 9% annually. In 1987, the national median salary for Executive Director was $44,750. In 1989, the median Executive Director salary has increased by 9% to $49,000. Similarly, the median salary for Assistant Executive Directors increased by 8% in two years, from $36,000 to $38,500. Annual increases in the range of 3% to 5% were found for Directors of Development, Information Systems, and Public Information. Salaries were virtually unchanged for Directors of Finance and Employee Assistance Programs.

Annual salaries for some managerial personnel increased more significantly between 1987 and 1989. Medical Directors, for example, received an average 12% increase, from $77,778 in 1987 to $87,500 in 1989. Other directors saw similar increases in their compensation: Consultation/Education (17%), Personnel (16%), Quality Assurance (18%), and Research/Evaluation (13%).

Salaries of managers in rural areas are generally about 10% below national averages for comparable positions in nonrural areas. Rural Medical Directors are paid slightly above the national average. Suburban managers, on the other hand, are generally paid at or above the national average. Executive Directors receive 12% higher average salaries; Chief Financial Officers (CFOs) are 16% higher; C&E Directors are 10% higher; and suburban Directors of Employee Assistance Programs (EAPs) are a substantial 48% above the national average. This figure may reflect differences in the revenue generating potential of suburban EAPs, and possibly greater seniority of clinicians running suburban EAPs. Other suburban managers are paid approximately the national average for comparable positions. Urban agencies pay Medical Directors and Assistant Directors about 10% below national norms, but pay their Executive Directors 10% higher salaries. Department heads are paid slightly above national rates.

Managers' Compensation Formula

Salary ranges for various managerial positions may be compared. Some agencies employ formulas that designate compensation for managerial positions as a set proportion of the Executive Director's salary. Other agencies may employ implicit formulas, unaware that their sense of "appropriate" salary levels reflects an unstated formula.

Comparing national average salaries for each managerial position to the average Executive Director (base) salary shows a clear pattern:

POSITION	PERCENT OF BASE
Executive Director	100%
Medical Director	180%
Assistant Director	80%
Chief Financial Officer	70%
Department Heads	61% - 66%
C & E	
Marketing	
Development	
Finance	
Quality Assurance	
R & E	
Clinical Supervision	
Department Heads	54% - 59%
EAP	
Personnel	
Department Heads	50%
Public Affairs	

Slightly different patterns may be found in the managerial salary ratios of the 10 regions and the 4 types of service areas. Rural agencies tend to have salary ratios a few percentage points higher and suburban agencies a few percentages lower than the national averages. These general patterns appear fairly robust.

Compensation by Discipline/Degree

Between 1987 and 1989 the average salary of most clinical disciplines rose by 5% to 8% annually. Sharpest increases are found among staff with graduate clinical credentials (M.D., Ph.D., M.S.W.) and among nurses. Comparable percentage increases can be seen in these disciplines for both managerial and nonmanagerial positions. The average salary of Ph.D. psychologists with managerial responsibilities increased by 10% annually since 1987, rising from $30,781 to $37,000. Ph.D. psychologists with no managerial responsibilities received an average annual increase of 8.5%, thus raising the average annual salary from $28,950 to $34,000 during the two year period.

Social workers with masters degrees and managerial responsibilities had an average 11% salary increase over the two years, while those with no managerial responsibilities had a 16% increase between 1987 and 1989. The table below summarizes these percentage increases by discipline/degree.

Discipline/Degree	% Increase Managerial	% Increase Nonmanagerial
Psychiatry	15%	14%
Psychology (M.A.)	15	11
Psychology (Ph.D)	20	17
Social Work (B.A.)	11	13
Social Work (M.S.W.)	11	16
Social Work (D.S.W.)	15	4
Nurse (L.P.N.)	22	13
Nurse (R.N.)	16	19
Nurse (B.A.)	16	18
Nurse (M.A.)	13	14
Occupational Therapist	4	6

The salary difference between managerial and nonmanagerial positions for personnel with comparable degrees is between $2,000 and $4,500 annually. Managers generally receive between 8% and 14% more than their peers with similar degrees but with nonmanagerial responsibilities. Differences between managerial and nonmanagerial personnel differ substantially between geographic regions and among service areas.

Discipline/Degree Compensation Formula

Just as the salary ranges for various managerial positions can be compared, so can the salaries of personnel from various clinical disciplines. The base salary chosen for comparisons is the average compensation for social workers with a masters degree. Staff with M.S.W. degrees are employed by four out of five community mental health agencies. The next most commonly employed group was psychiatry (three out of four agencies), followed by Ph.D. psychologists (about two-thirds of all agencies). M.S.W.s are also the most common clinical discipline among agency staff. Agencies employ a median of 7.0 FTE M.S.W.s compared with only 1.6 FTE psychiatrists and 4.0 FTE psychologists.

Compensation differences based on different disciplines and different degrees separate employees into four groups: (1) Ph.D.s and M.D.s; (2) M.A.s and R.N.s; (3) B.A.s; and (4) Technical degrees and paraprofessionals.

Degree/Discipline Compensation Patterns

Above M.S.W.s

Psychiatrists (+300%)
Psychologists, Ph.D. (+30%)
Doctor of Social Work (+10% to 20%)

Equal to M.S.W.s

Psychologists, M.A.
R.N.
R.N., B.A.
R.N., M.A.

Below M.S.W.s

Occupational Therapists (-15%)
Social Worker, B.A. (-25%)
L.P.N. (-30%)
Mental Health Technician (-35% to -40%)
Other Nondegreed Clinicians (-40%)

Consistent with other findings reported above, salaries in community mental health agencies serving rural areas tend to be lower than those for staff in urban and suburban areas. Additionally, staff salaries in rural agencies tend to be less separated, (there are relatively fewer high and low salaries). The one exception is that psychiatrists in rural areas receive higher salaries relative to M.S.W.s than do those in urban or suburban areas. Although rural psychiatrists receive approximately $5,000 less annually than the national average, salaried psychiatrists are paid 310% of social workers. Contract psychiatrists, paid on an hourly basis, receive 466% to 521% over social workers. By comparison, urban psychiatrists receive salaries of between 280% and 306% over social workers and hourly wages of between 364% and 399% those of M.S.W.s.

DEFINITIONS

Service Area: Respondents were asked to indicate the predominant type of area that their agency serves (urban, suburban, or rural). A "mixed" service area was recorded if an agency reported a service area that combines a substantial amount (at least 25%) of at least two types of service area (e.g., urban/suburban, suburban/rural, etc.).

Salary Levels: Three focus points were selected for the survey:

Low is the median of the starting or lowest annual salaries reported by responding agencies for each discipline/degree or job responsibility.

Average is the median of the average salaries reported for each discipline/degree of job responsibility.

High is the median of the top or highest annual salaries reported by responding agencies for each discipline/degree or job responsibility.

Compensation: Equivalent to a regular annual salary. Does not include fringe benefits. (Only a few positions, primarily contract psychiatrists, were compensated on other than a salary basis.)

Mental Health Technician: Includes paraprofessionals and other technicians with training below bachelor's degree level.

Other Clinical Personnel: Includes all clinical personnel not reported in other clinical classifications. These are persons working in a clinical setting with nonstandard degrees or areas of training, regardless of level (e.g. A.A. degree in nutrition, Ph.D. Urban Studies, etc.).

FTE: Full-time equivalent employee. This term is used to describe a job or group of jobs equivalent to the contribution of an average full-time worker (working 2080 hours in one calendar year). An FTE may consist of one full-time worker, two half-time workers, five persons working one day a week, etc.

Tuition Reimbursement: As a fringe benefit, employer covers all or part of the fees for a course at an accredited college or university.

Continuing Professional Education: As a fringe benefit, employer covers all or part of the fees for workshops or seminars.

Exempt Employee: An employee whose job consists primarily of managerial, executive or professional duties and who is not subject to the overtime requirements of the Fair Labor Standards Act.

Non-Exempt Employee: An employee whose job consists primarily of clerical or other support duties and who is subject to the overtime requirements of the Fair Labor Standards Act.

Turnover Rate: Computed by dividing the number of staff hired during the previous year by each agency's total FTE staff. The average turnover is reported.

Vacancy Rate: Computed by dividing the number of vacant positions reported at the time the survey was completed by each agency's total FTE staff. The average vacancy rate is reported.

Figure 1. Map of the Geographic Regions

Region I: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

Region II: New Jersey, New York, Puerto Rico, the Virgin Islands

Region III: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia

Region IV: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

Region V: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

Region VI: Arkansas, Louisiana, New Mexico, Oklahoma, Texas

Region VII: Iowa, Kansas, Missouri, Nebraska

Region VII: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming

Region IX: Arizona, California, Guam, Hawaii, Nevada

Region X: Alaska, Idaho, Oregon, Washington

SECTION I

Characteristics of the Sample

Table 1. Response by Region and Service Area Type

Region	Service Area Type				Regional Response
	Urban	Suburban	Rural	Mixed	Number
I	21%	18%	29%	32%	41
II	23%	42%	10%	26%	34
III	33%	19%	28%	19%	40
IV	12%	8%	34%	46%	53
V	20%	15%	40%	26%	116
VI	17%	8%	53%	22%	38
VII	6%	3%	65%	27%	34
VIII	6%	18%	59%	18%	20
IX	32%	16%	37%	16%	21
X	16%	10%	61%	13%	33
Total	19%	15%	40%	26%	430

Note: Percentages may not add up to 100 due to rounding.

Table 2. Average Agency Budget by Region

Region	Average Agency Budget
I	$3,407,000
II	$2,312,500
III	$2,800,000
IV	$4,300,000
V	$2,399,000
VI	$2,200,000
VII	$887,000
VIII	$1,896,000
IX	$2,250,000
X	$994,000
National Average	$2,324,000

Table 3. Average Agency Budget by Service Area Type

Service Area Type	Average Agency Budget
Urban	$3,407,000
Suburban	$2,847,000
Rural	$1,434,000
Mixed	$3,322,500
National Average	$2,324,000

Table 4. Size of Agency Staff by Region

Region	Percentage of Agencies Categorized by Full Time Equivalent (FTE) Staff					
	Less than 40 FTEs	41-80 FTEs	81-120 FTEs	121-160 FTEs	More than 161 FTEs	Median #FTEs 1989
I	18%	24%	29%	11%	18%	90
II	48%	13%	19%	6%	13%	58
III	26%	23%	23%	14%	14%	80
IV	10%	22%	22%	12%	35%	102.5
V	34%	29%	17%	3%	16%	61.5
VI	36%	33%	6%	6%	19%	54
VII	62%	29%	0%	3%	6%	26.5
VIII	31%	38%	6%	12%	12%	62
IX	45%	20%	10%	0%	5%	75
X	58%	19%	13%	0%	10%	24
National Average	35%	26%	16%	6%	17%	65.0

Table 5. Size of Agency Staff by Service Area Type

Service Area Type	Percentage of Agencies Categorized by Full Time Equivalent (FTE) Staff					
	Less than 40 FTEs	41-80 FTEs	81-120 FTEs	121-160 FTEs	More than 161 FTEs	Median #FTEs
Urban	31%	14%	19%	3%	33%	86
Suburban	31%	17%	21%	12%	19%	83
Rural	48%	34%	10%	2%	7%	43
Mixed	20%	25%	20%	12%	22%	86
National Average	35%	26%	16%	6%	17%	65

Table 6. Agency Corporate Status by Region

Region	Public	Private Nonprofit	Private-For-Profit
I	5%	92%	3%
II	16%	84%	0%
III	33%	64%	3%
IV	39%	59%	2%
V	22%	78%	0%
VI	35%	65%	0%
VII	26%	74%	0%
VIII	18%	77%	6%
IX	26%	68%	5%
X	32%	68%	0%
National Average	26%	73%	1%

Table 7. Agency Corporate Status by Service Area Type

Service Area Type	Public	Private Nonprofit	Private-For-Profit
Urban	18%	82%	0%
Suburban	22%	75%	3%
Rural	28%	72%	1%
Mixed	30%	69%	1%
National Average	26%	73%	1%

Table 8. Percentage of Agencies Providing Services by Region

Region	Inpatient	Beds*	Outpatient	Partial	Emergency	Consultation, Education and Prevention	Research and Evaluation	Residential	Residential Beds
I	8%	4%	87%	74%	76%	76%	8%	66%	36%
II	16%	48%	90%	68%	36%	65%	23%	36%	18%
III	17%	34.5%	92%	75%	64%	69%	17%	56%	35%
IV	39%	32%	100%	92%	86%	86%	35%	63%	42%
V	25%	20%	95%	82%	80%	82%	22%	55%	17%
VI	32%	16%	97%	81%	81%	92%	14%	62%	32%
VII	15%	25%	100%	65%	88%	97%	29%	38%	25%
VIII	18%	13%	94%	82%	94%	88%	29%	77%	15%
IX	10%	12%	95%	68%	68%	75%	42%	37%	49%
X	3%	30%	100%	75%	88%	97%	19%	44%	23.5%
National Average	21%	21.5%	96%	78%	77%	83%	23%	54%	29.0%

*Beds represent actual median number of beds of those agencies reporting inpatient services.

Table 9. Percentage of Agencies Providing Services by Service Area Type

Service Area Type	Inpatient	Beds*	Outpatient	Partial	Emergency	Consultation, Education and Prevention	Research and Evaluation	Residential	Residential Beds
Urban	27%	19%	95%	78%	62%	70%	24%	54%	49.5%
Suburban	23%	32%	95%	78%	63%	82%	23%	53%	27%
Rural	14%	16.5%	98%	76%	88%	92%	16%	46%	17%
Mixed	25%	30%	95%	81%	77%	80%	33%	65%	32.5%
National Average	21%	21.5%	96%	78%	77%	83%	23%	29%	29%

* Beds represent actual median number of beds of those agencies reporting inpatient services.

SECTION II

Clinical and Management Staffing and Compensation Nationally and by Region

Table 10. Clinical Staff Compensation by Discipline — National

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.6	$74,000	$80,000	$90,000
Psychiatrist (contract)		$60/hr.	$60/hr.	$60/hr.
Psychologist, MA	3.0	25,000	29,500	34,000
PhD	2.0	30,000	37,000	43,000
Social Worker, BA	4.0	17,000	21,000	24,000
MSW	7.0	24,000	28,500	33,500
DSW	1.0	25,000	34,500	38,000
Nurse, LPN	2.0	17,700	19,500	22,000
RN	3.0	22,000	26,750	30,500
BA	2.0	22,500	26,500	31,000
MA	1.0	25,000	29,500	34,000
Mental Health Technician	3.0	15,000	17,000	19,000
Occupational Therapist	2.0	20,000	24,000	28,000
Other Clinical, BA	8.0	17,000	20,500	24,000
MA	6.7	21,000	26,000	31,000
PhD	1.0	24,500	29,500	35,500
Nondegreed	4.0	12,000	18,500	23,500
Without Administrative Duties				
Psychiatrist (salaried)		$70,000	$75,500	$81,000
Psychiatrist (contract)		$55/hr.	$55/hr.	$55/hr.
Psychologist, MA		20,500	25,000	30,000
PhD		28,000	34,000	40,000
Social Worker, BA		16,000	19,000	22,000
MSW		20,000	25,000	30,000
DSW		22,000	26,500	29,500
Nurse, LPN		16,000	18,000	20,500
RN		20,000	24,000	28,000
BA		20,000	24,500	28,000
MA		22,000	27,000	32,000
Mental Health Technician		13,000	16,500	18,000
Occupational Therapist		18,000	21,500	25,000
Other Clinical, BA		15,000	19,000	22,000
MA		19,000	23,500	28,000
PhD		25,500	29,250	35,000
Nondegreed		13,000	15,500	20,000

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 11. Management Staff Compensation — National

Position	Low	Average	High
Executive Director	$43,000	$49,000	$55,000
Chief Financial Officer	29,000	34,000	40,000
Asst. Executive Director/ Clinical Director	32,000	38,750	44,000
Medical Director	80,000	87,500	95,000
Dept. Head: Consultation/ Education/Prevention	26,000	30,500	35,000
Development	27,000	31,500	36,000
Marketing	27,000	31,000	36,000
Employee Assistance Program	24,000	28,000	32,000
Finance	24,000	30,000	35,000
Information Services (MIS)	23,000	26,500	30,000
Personnel	23,000	26,500	31,000
Public Information	22,000	25,000	27,500
Quality Assurance	26,000	31,000	36,000
Research/Evaluation	27,000	32,500	37,000
Clinical Supervisor	26,000	30,750	35,000

Table 12. Clinical Staff Compensation by Discipline — Region I

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.0	$69,000	$79,500	$85,000
Psychiatrist (contract)		$54/hr.	$57.75/hr.	$59/hr.
Psychologist, MA	3.0	21,000	29,000	33,500
PhD	2.0	30,000	35,000	40,000
Social Worker, BA	5.0	17,000	21,250	25,000
MSW	12.0	24,000	30,000	34,000
DSW	1.0	40,000	40,000	40,000
Nurse, LPN	2.0	20,000	20,250	22,000
RN	2.0	23,000	28,000	33,000
BA	2.0	21,500	26,750	32,500
MA	2.0	22,500	28,250	31,000
Mental Health Technician	12.0	16,000	18,250	22,000
Occupational Therapist	2.0	21,000	25,500	30,000
Other Clinical, BA	1.1	19,000	22,500	26,000
MA	6.3	22,000	27,750	33,000
PhD	2.2	30,500	33,000	35,500
Nondegreed	14.8	21,000	24,000	27,000
Without Administrative Duties				
Psychiatrist (salaried)		$69,000	$79,250	$89,000
Psychiatrist (contract)		$50/hr.	$61.50/hr.	$65/hr.
Psychologist, MA		21,000	25,500	30,000
PhD		26,000	32,000	38,000
Social Worker, BA		16,000	19,000	22,000
MSW		20,000	25,500	29,500
DSW		29,000	35,000	41,000
Nurse, LPN		18,000	19,000	20,000
RN		20,500	24,000	28,000
BA		21,000	25,000	29,500
MA		21,500	27,000	32,000
Mental Health Technician		13,500	17,500	21,500
Occupational Therapist		18,000	22,250	27,000
Other Clinical, BA		16,000	19,500	22,500
MA		19,000	23,000	27,000
PhD		24,000	26,500	29,000
Nondegreed		15,500	22,250	29,000

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 13. Management Staff Compensation — Region I

Position	Low	Average	High
Executive Director	$50,000	$55,000	$60,000
Chief Financial Officer	$32/hr.	$37.25/hr.	$44/hr.
Asst. Executive Director/ Clinical Director	35,000	38,500	44,000
Medical Director	75,000	80,000	90,000
Dept. Head: Consultation/ Education/Prevention	30,000	32,500	35,000
Development	25,000	28,500	32,000
Marketing	32,000	39,250	43,000
Employee Assistance Program	30,000	35,000	40,000
Finance	24,500	29,000	33,500
Information Services (MIS)	22,000	27,000	31,000
Personnel	21,000	25,000	30,000
Public Information	20,000	25,000	28,500
Quality Assurance	25,500	30,250	35,500
Research/Evaluation	25,000	25,000	25,000
Clinical Supervisor	25,000	29,000	34,000

Table 14. Clinical Staff Compensation by Discipline — Region II

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.4	$85,000	$87,750	$92,500
Psychiatrist (contract)		$51/hr.	$55/hr.	$55/hr.
Psychologist, MA	1.8	28,000	31,500	32,500
PhD	1.0	31,000	36,250	40,500
Social Worker, BA	5.0	20,000	22,500	26,000
MSW	12.0	25,000	30,000	35,000
DSW	1.0	33,000	36,250	39,500
Nurse, LPN	2.5	17,000	17,000	17,000
RN	6.7	29,000	32,000	34,500
BA	1.5	20,000	24,000	28,000
MA	1.0	33,000	33,000	33,000
Mental Health Technician	11.5	17,500	17,500	17,500
Occupational Therapist	1.8	24,000	27,750	31,500
Other Clinical, BA	0.9	22,000	24,500	27,000
MA	4.0	25,000	30,750	32,500
PhD	1.0	35,000	35,000	35,000
Nondegreed	2.0	**	**	**
Without Administrative Duties				
Psychiatrist (salaried)		$80,000	$80,000	$80,000
Psychiatrist (contract)		$50/hr.	$55/hr.	$55/hr.
Psychologist, MA		22,000	25,250	29,000
PhD		29,500	35,500	38,000
Social Worker, BA		18,000	21,500	24,000
MSW		22,000	25,750	30,000
DSW		25,000	27,000	29,000
Nurse, LPN		19,500	23,500	27,000
RN		25,000	28,500	33,000
BA		24,000	25,500	30,000
MA		21,000	25,500	31,000
Mental Health Technician		14,000	16,000	20,000
Occupational Therapist		19,000	22,250	27,000
Other Clinical, BA		17,000	21,500	25,000
MA		22,000	26,000	28,000
PhD		**	**	**
Nondegreed		19,000	20,000	21,000

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

**Insufficient data available.

Table 15. Management Staff Compensation — Region II

Position	Low	Average	High
Executive Director	$45,000	$49,750	$54,500
Chief Financial Officer	31,000	36,000	43,000
Asst. Executive Director/ Clinical Director	35,000	39,000	48,000
Medical Director	90,000	90,000	95,000
Dept. Head: Consultation/ Education/Prevention	32,000	32,000	32,000
Development	32,500	40,000	47,500
Marketing	18,000	18,000	18,000
Employee Assistance Program	43,000	54,500	66,000
Finance	23,000	27,500	31,000
Information Services (MIS)	25,500	31,500	35,500
Personnel	27,000	30,000	30,000
Public Information	18,000	18,000	18,000
Quality Assurance	31,000	31,500	35,000
Research/Evaluation	35,500	44,250	53,000
Clinical Supervisor	26,000	30,500	35,500

Table 16. Clinical Staff Compensation by Discipline — Region III

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.0	$65,000	$79,000	$92,000
Psychiatrist (contract)		$36/hr.	$44/hr.	$48/hr.
Psychologist, MA	2.0	20,000	23,250	29,500
PhD	1.0	27,000	29,500	38,000
Social Worker, BA	4.0	17,000	21,000	22,000
MSW	7.9	20,000	26,000	30,000
DSW	1.0	33,000	43,500	54,000
Nurse, LPN	2.0	16,000	17,500	17,500
RN	2.8	25,000	29,500	30,000
BA	1.5	24,500	26,750	30,500
MA	4.0	27,500	33,750	40,000
Mental Health Technician	6.5	15,000	16,500	20,000
Occupational Therapist	2.0	24,500	28,500	32,500
Other Clinical, BA	1.2	16,000	19,500	23,000
MA	15.0	20,000	23,500	27,000
PhD	1.0	23,000	25,000	27,000
Nondegreed	14.0	12,000	12,000	12,000
Without Administrative Duties				
Psychiatrist (salaried)		$55,000	$65,000	$75,000
Psychiatrist (contract)		$46/hr.	$49/hr.	$50/hr.
Psychologist, MA		20,000	24,000	26,000
PhD		34,000	41,250	48,000
Social Worker, BA		15,000	18,500	21,000
MSW		20,000	23,750	27,000
DSW		19,000	24,500	30,000
Nurse, LPN		15,500	18,250	20,000
RN		20,000	23,500	28,000
BA		21,000	24,500	25,000
MA		26,000	30,000	34,000
Mental Health Technician		12,000	14,500	17,000
Occupational Therapist		18,000	22,000	27,000
Other Clinical, BA		17,000	20,500	24,000
MA		20,000	26,000	28,500
PhD		21,000	26,500	33,000
Nondegreed		11,000	13,750	16,500

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 17. Management Staff Compensation — Region III

Position	Low	Average	High
Executive Director	$40,000	$48,000	$55,000
Chief Financial Officer	28,000	34,000	38,000
Asst. Executive Director/ Clinical Director	33,000	38,000	45,000
Medical Director	75,000	83,000	92,000
Dept. Head: Consultation/ Education/Prevention	24,000	28,000	32,000
Development	27,000	27,000	27,000
Marketing	27,000	27,000	27,000
Employee Assistance Program	22,000	22,000	22,000
Finance	26,000	30,250	33,500
Information Services (MIS)	21,500	24,000	26,500
Personnel	24,000	28,500	33,000
Public Information	28,000	34,500	41,000
Quality Assurance	23,500	25,750	28,000
Research/Evaluation	28,500	35,750	43,000
Clinical Supervisor	25,000	29,750	34,000

Table 18. Clinical Staff Compensation by Discipline — Region IV

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.0	$68,000	$78,250	$90,000
Psychiatrist (contract)		$60/hr.	$60/hr.	$60/hr.
Psychologist, MA	4.0	22,000	27,500	34,000
PhD	2.0	30,000	37,500	45,000
Social Worker, BA	6.0	15,000	19,000	23,000
MSW	7.0	20,000	27,000	32,000
DSW	1.0	24,500	31,250	38,000
Nurse, LPN	6.0	13,000	19,000	23,000
RN	5.0	21,500	27,750	33,500
BA	2.5	22,500	29,000	35,000
MA	1.0	26,000	32,500	40,000
Mental Health Technician	22.0	12,500	17,500	19,000
Occupational Therapist	1.0	18,000	20,250	24,000
Other Clinical, BA	1.4	16,000	19,250	24,000
MA	10.0	18,500	25,750	32,500
PhD	1.0	25,000	29,500	38,000
Nondegreed	**	**	**	**
Without Administrative Duties				
Psychiatrist (salaried)		$70,000	$76,000	$83,000
Psychiatrist (contract)		$50/hr.	$50/hr.	$50/hr.
Psychologist, MA		19,000	24,500	30,000
PhD		26,000	33,000	39,000
Social Worker, BA		15,000	18,500	23,000
MSW		18,000	22,500	27,000
DSW		18,000	22,500	29,000
Nurse, LPN		14,000	17,500	20,500
RN		20,000	25,000	30,000
BA		20,000	26,000	31,500
MA		23,000	29,000	35,000
Mental Health Technician		12,000	14,500	17,000
Occupational Therapist		16,000	20,000	23,000
Other Clinical, BA		14,500	19,000	23,500
MA		18,000	22,500	27,000
PhD		21,500	26,750	32,000
Nondegreed		**	**	**

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

**Insufficient data available.

Table 19. Management Staff Compensation — Region IV

Position	Low	Average	High
Executive Director	$46,500	$50,500	$60,000
Chief Financial Officer	26,000	33,000	40,000
Asst. Executive Director/ Clinical Director	33,000	39,000	44,500
Medical Director	75,000	80,000	91,500
Dept. Head: Consultation/ Education/Prevention	26,000	29,000	35,000
Development	28,000	34,500	41,000
Marketing	21,000	27,750	34,000
Employee Assistance Program	21,000	26,500	31,500
Finance	30,000	37,250	42,000
Information Services (MIS)	24,000	31,000	38,000
Personnel	18,000	22,500	28,000
Public Information	21,500	23,500	26,000
Quality Assurance	26,500	32,000	38,000
Research/Evaluation	25,000	31,500	38,000
Clinical Supervisor	28,500	36,750	43,000

Table 20. Clinical Staff Compensation by Discipline — Region V

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.8	$85,000	$90,000	$100,000
Psychiatrist (contract)		$60/hr.	$60/hr.	$60/hr.
Psychologist, MA	3.5	25,000	30,000	35,000
PhD	2.0	29,000	36,500	43,000
Social Worker, BA	3.0	18,000	21,250	24,000
MSW	8.0	24,000	29,000	34,000
DSW	1.0	26,500	32,500	39,500
Nurse, LPN	1.0	17,000	20,000	23,000
RN	2.0	20,000	25,000	30,000
BA	1.6	22,500	26,500	32,000
MA	1.0	25,000	30,500	37,000
Mental Health Technician	7.5	16,000	17,500	20,000
Occupational Therapist	2.0	20,000	24,500	28,000
Other Clinical, BA	0.7	17,000	21,250	25,000
MA	6.6	21,000	26,500	30,000
PhD	1.0	20,000	27,000	35,000
Nondegreed	1.0	**	**	**
Without Administrative Duties				
Psychiatrist (salaried)		$75,000	$89,000	$90,000
Psychiatrist (contract)		$55/hr.	$56.25/hr.	$60/hr.
Psychologist, MA		21,000	26,500	32,000
PhD		29,000	35,250	41,000
Social Worker, BA		15,500	19,000	22,000
MSW		20,000	25,000	30,000
DSW		29,000	32,250	35,500
Nurse, LPN		16,000	19,500	22,000
RN		20,000	24,000	27,000
BA		20,000	23,500	27,000
MA		22,000	26,500	31,000
Mental Health Technician		13,000	16,000	19,000
Occupational Therapist		18,000	21,500	25,000
Other Clinical, BA		15,000	18,500	22,000
MA		19,000	23,500	28,000
PhD		26,000	29,000	33,000
Nondegreed		12,000	13,250	14,500

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

**Insufficient data available.

Table 21. Management Staff Compensation — Region V

Position	Low	Average	High
Executive Director	$41,000	$48,000	$55,000
Chief Financial Officer	29,000	35,000	42,000
Asst. Executive Director/ Clinical Director	32,000	40,000	45,000
Medical Director	87,500	97,500	100,000
Dept. Head: Consultation/ Education/Prevention	26,000	30,000	35,000
Development	25,000	29,500	34,000
Marketing	26,000	29,500	36,000
Employee Assistance Program	23,000	27,500	32,000
Finance	22,000	29,000	34,000
Information Services (MIS)	21,000	24,750	28,500
Personnel	24,000	28,500	33,500
Public Information	22,500	25,500	30,000
Quality Assurance	25,000	31,000	38,000
Research/Evaluation	26,000	32,750	37,000
Clinical Supervisor	25,500	30,000	34,500

Table 22. Clinical Staff Compensation by Discipline — Region VI

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.0	$74,000	$79,500	$80,000
Psychiatrist (contract)		$65/hr.	$65/hr.	$65/hr.
Psychologist, MA	3.5	26,000	29,000	32,500
PhD	2.0	35,000	38,250	41,000
Social Worker, BA	3.5	16,500	19,750	23,000
MSW	4.0	23,000	25,500	30,000
DSW	2.0	**	**	**
Nurse, LPN	2.0	16,500	18,750	20,500
RN	3.0	21,000	26,750	30,500
BA	2.0	24,000	27,000	30,000
MA	1.0	21,000	23,000	25,000
Mental Health Technician	13.0	12,000	15,000	16,000
Occupational Therapist	2.0	16,000	18,000	20,000
Other Clinical, BA	0.7	16,000	20,500	23,000
MA	7.0	23,000	26,750	31,000
PhD	1.0	28,500	31,500	36,000
Nondegreed	12.0	18,000	21,000	24,000
Without Administrative Duties				
Psychiatrist (salaried)		$70,000	$74,500	$75,000
Psychiatrist (contract)		$56/hr.	$62.50/hr.	$70/hr.
Psychologist, MA		20,000	24,500	26,000
PhD		28,000	31,500	37,000
Social Worker, BA		17,000	18,500	20,000
MSW		19,000	23,750	28,000
DSW		14,000	15,000	16,000
Nurse, LPN		15,000	16,000	19,000
RN		19,000	24,000	26,000
BA		20,000	21,750	23,500
MA		19,000	21,000	23,000
Mental Health Technician		12,000	14,000	16,000
Occupational Therapist		20,000	25,000	25,000
Other Clinical, BA		15,000	17,500	20,000
MA		18,000	22,500	26,500
PhD		29,000	41,250	53,500
Nondegreed		**	**	**

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data available.

Table 23. Management Staff Compensation — Region VI

Position	Low	Average	High
Executive Director	$43,000	$49,000	$54,500
Chief Financial Officer	29,000	34,000	40,000
Asst. Executive Director/ Clinical Director	33,500	37,500	41,500
Medical Director	94,500	99,000	99,500
Dept. Head: Consultation/ Education/Prevention	33,500	38,500	39,000
Development	36,500	40,000	44,000
Marketing	30,000	34,750	38,500
Employee Assistance Program	26,000	29,000	32,000
Finance	25,000	31,000	31,000
Information Services (MIS)	24,000	25,000	26,000
Personnel	23,000	27,500	30,000
Public Information	25,000	25,000	25,000
Quality Assurance	27,000	27,000	27,000
Research/Evaluation	**	**	**
Clinical Supervisor	27,500	30,000	32,500

** Insufficient data available.

Table 24. Clinical Staff Compensation by Discipline — Region VII

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.0	$75,000	$87,500	$100,000
Psychiatrist (contract)		$60/hr.	$60/hr.	$62/hr.
Psychologist, MA	3.2	25,000	30,500	37,000
PhD	1.0	27,000	33,500	40,000
Social Worker, BA	1.5	18,000	21,500	25,000
MSW	5.1	25,000	29,000	35,000
DSW	1.0	**	**	**
Nurse, LPN	3.5	15,000	22,000	22,000
RN	1.5	20,000	23,500	27,000
BA	3.0	18,000	21,250	24,500
MA	1.5	21,000	26,000	31,000
Mental Health Technician	2.0	15,000	16,000	19,000
Occupational Therapist	1.0	18,000	22,500	27,000
Other Clinical, BA	0.4	16,500	18,500	20,000
MA	1.8	22,500	30,000	37,500
PhD	0.3	**	**	**
Nondegreed	5.5	13,000	19,000	25,000
Without Administrative Duties				
Psychiatrist (salaried)		$71,000	$75,500	$86,000
Psychiatrist (contract)		$52.50/hr.	$55/hr.	$57.50/hr.
Psychologist, MA		23,000	25,500	31,000
PhD		28,000	30,000	38,500
Social Worker, BA		16,000	17,500	19,500
MSW		21,000	26,500	32,000
DSW		**	**	**
Nurse, LPN		14,000	16,000	21,000
RN		18,000	23,000	30,000
BA		18,000	22,500	29,000
MA		21,500	27,500	33,500
Mental Health Technician		11,000	14,500	18,000
Occupational Therapist		15,500	19,000	22,500
Other Clinical, BA		13,500	16,500	19,500
MA		19,000	25,500	30,000
PhD		25,500	32,750	40,000
Nondegreed		14,000	16,500	20,000

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data available.

Table 25. Management Staff Compensation — Region VII

Position	Low	Average	High
Executive Director	$35,000	$42,500	$50,000
Chief Financial Officer	24,000	29,500	35,000
Asst. Executive Director/ Clinical Director	30,000	31,000	32,000
Medical Director	73,000	83,250	91,000
Dept. Head: Consultation/ Education/Prevention	25,000	30,000	35,000
Development	34,000	39,500	45,000
Marketing	39,000	45,000	51,000
Employee Assistance Program	26,000	31,500	37,000
Finance	21,000	27,000	33,000
Information Services (MIS)	20,000	25,000	30,000
Personnel	20,000	25,000	30,000
Public Information	22,000	26,500	31,000
Quality Assurance	23,000	28,500	34,000
Research/Evaluation	23,500	29,750	36,000
Clinical Supervisor	26,500	32,500	40,000

Table 26. Clinical Staff Compensation by Discipline — Region VIII

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.0	$70,000	$76,500	$92,000
Psychiatrist (contract)		$55/hr.	$65/hr.	$75/hr.
Psychologist, MA	4.0	24,000	29,250	35,000
PhD	2.3	29,000	31,000	39,000
Social Worker, BA	7.0	17,000	20,000	24,000
MSW	9.0	23,000	30,000	35,000
DSW	*	24,500	34,500	44,500
Nurse, LPN	2.0	16,000	22,000	24,000
RN	4.0	20,000	23,250	28,000
BA	1.8	21,500	27,250	33,000
MA	1.4	22,500	26,500	31,000
Mental Health Technician	9.2	14,000	17,000	19,000
Occupational Therapist	2.0	20,000	24,000	28,000
Other Clinical, BA	4.5	17,000	21,000	24,500
MA	2.3	21,500	26,750	31,500
PhD	1.0	24,000	31,000	38,000
Nondegreed	0.0	**	**	**
Without Administrative Duties				
Psychiatrist (salaried)		$62,000	$70,500	$79,000
Psychiatrist (contract)		$52/hr.	$52.25/hr.	$52.50/hr.
Psychologist, MA		21,000	24,000	30,000
PhD		25,500	33,500	35,500
Social Worker, BA		17,000	21,000	25,000
MSW		21,000	27,500	33,000
DSW		22,000	28,500	35,000
Nurse, LPN		16,000	18,000	20,000
RN		21,500	24,000	27,000
BA		21,000	22,500	27,000
MA		23,000	25,500	28,000
Mental Health Technician		13,500	16,500	19,000
Occupational Therapist		17,500	22,500	27,000
Other Clinical, BA		15,500	18,500	23,000
MA		22,000	27,000	32,000
PhD		26,000	30,000	35,000
Nondegreed		**	**	**

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data available.

Table 27. Management Staff Compensation — Region VIII

Position	Low	Average	High
Executive Director	$42,500	$50,250	$51,500
Chief Financial Officer	27,500	33,250	40,500
Asst. Executive Director/ Clinical Director	30,500	37,750	45,000
Medical Director	75,000	82,500	91,000
Dept. Head: Consultation/ Education/Prevention	29,500	36,750	44,000
Development	26,000	30,500	35,000
Marketing	27,000	31,000	37,000
Employee Assistance Program	21,000	23,000	25,000
Finance	32,000	36,500	41,000
Information Services (MIS)	28,000	35,500	43,000
Personnel	23,000	26,500	32,000
Public Information	28,000	35,500	42,000
Quality Assurance	30,000	30,000	30,000
Research/Evaluation	24,000	29,500	35,000
Clinical Supervisor	30,000	35,000	40,000

Table 28. Clinical Staff Compensation by Discipline — Region IX

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	3.0	$68,500	$74,000	$79,000
Psychiatrist (contract)		$60/hr.	$60/hr.	$65/hr.
Psychologist, MA	9.0	29,000	32,250	35,500
PhD	5.0	35,000	41,500	48,000
Social Worker, BA	8.0	26,500	28,750	21,000
MSW	7.0	27,500	31,000	34,000
DSW	1.0	34,500	38,500	42,500
Nurse, LPN	2.5	**	**	**
RN	1.5	29,000	30,000	31,000
BA	14.0	26,500	27,000	27,500
MA	6.0	36,000	36,000	36,000
Mental Health Technician	8.5	17,000	18,500	25,000
Occupational Therapist	4.5	22,000	22,000	22,000
Other Clinical, BA	0.7	23,000	26,500	31,000
MA	4.0	25,000	30,500	34,000
PhD	6.0	32,000	40,500	45,000
Nondegreed	**	12,000	18,500	25,000
Without Administrative Duties				
Psychiatrist (salaried)		$70,000	$84,000	$90,000
Psychiatrist (contract)		$65/hr.	$66.25/hr.	$70/hr.
Psychologist, MA		26,500	28,000	30,000
PhD		34,000	38,000	44,000
Social Worker, BA		20,500	22,000	25,000
MSW		25,000	29,000	33,000
DSW		28,000	34,000	34,000
Nurse, LPN		18,000	20,000	20,000
RN		23,000	25,500	29,000
BA		26,500	28,500	30,500
MA		32,000	33,000	34,000
Mental Health Technician		14,000	16,500	19,000
Occupational Therapist		21,000	24,000	27,000
Other Clinical, BA		18,000	21,000	23,000
MA		21,000	24,250	26,500
PhD		29,000	32,500	36,000
Nondegreed		12,000	18,500	25,000

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

**Insufficient data available.

Table 29. Management Staff Compensation — Region IX

Position	Low	Average	High
Executive Director	$43,000	$48,000	$51,000
Chief Financial Officer	29,000	34,500	39,000
Asst. Executive Director/ Clinical Director	34,000	40,500	47,000
Medical Director	72,000	73,000	80,000
Dept. Head: Consultation/ Education/Prevention	30,500	35,750	39,000
Development	47,000	48,000	48,000
Marketing	31,000	31,500	34,000
Employee Assistance Program	32,000	32,000	32,000
Finance	27,000	33,000	39,000
Information Services (MIS)	26,500	32,000	37,000
Personnel	22,500	28,000	33,000
Public Information	24,500	24,500	24,500
Quality Assurance	35,000	41,500	48,000
Research/Evaluation	29,000	33,000	40,000
Clinical Supervisor	41,000	41,000	41,000

Table 30. Clinical Staff Compensation by Discipline — Region X

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	0.8	$70,000	$77,500	$80,000
Psychiatrist (contract)		$80/hr.	$80/hr.	$80/hr.
Psychologist, MA	2.0	22,500	26,750	31,000
PhD	1.9	38,000	38,000	45,000
Social Worker, BA	2.0	16,000	18,500	21,000
MSW	3.0	22,000	26,000	29,000
DSW	**	20,000	23,500	27,000
Nurse, LPN	5.5	17,000	20,500	21,500
RN	1.5	24,000	25,000	28,000
BA	2.5	23,500	25,250	26,500
MA	1.0	24,000	26,000	28,000
Mental Health Technician	2.7	13,500	15,000	16,500
Occupational Therapist	1.0	18,000	20,750	23,500
Other Clinical, BA	0.4	18,000	19,500	21,000
MA	6.0	19,000	23,500	27,000
PhD	1.0	20,000	23,500	27,000
Nondegreed	1.0	12,000	13,500	15,000
Without Administrative Duties				
Psychiatrist (salaried)		$75,000	$77,500	$80,000
Psychiatrist (contract)		$60/hr.	$60/hr.	$60/hr.
Psychologist, MA		19,000	23,500	26,000
PhD		25,000	32,500	34,000
Social Worker, BA		15,000	18,500	21,000
MSW		19,000	21,500	26,000
DSW		22,000	25,250	28,500
Nurse, LPN		15,000	16,500	18,000
RN		21,000	26,000	29,000
BA		19,000	23,500	27,500
MA		24,500	28,500	32,500
Mental Health Technician		13,000	15,500	19,000
Occupational Therapist		18,000	23,000	25,000
Other Clinical, BA		17,000	20,000	22,000
MA		18,000	21,250	25,500
PhD		32,000	37,250	42,500
Nondegreed		15,500	18,000	20,500

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

**Insufficient data available.

Table 31. Management Staff Compensation — Region X

Position	Low	Average	High
Executive Director	$42,000	$45,000	$48,000
Chief Financial Officer	29,000	33,250	37,500
Asst. Executive Director/ Clinical Director	37,000	39,500	43,500
Medical Director	81,000	81,000	86,000
Dept. Head: Consultation/ Education/Prevention	27,000	28,000	32,000
Development	29,000	32,000	34,000
Marketing	40,000	40,000	40,000
Employee Assistance Program	24,000	28,000	32,000
Finance	23,000	29,750	33,500
Information Services (MIS)	20,000	22,750	27,000
Personnel	28,000	28,000	30,000
Public Information	**	**	**
Quality Assurance	**	**	**
Research/Evaluation	**	**	**
Clinical Supervisor	24,000	30,000	34,000

**Insufficient data available.

Table 32. Salary Budget Allocated to Staffing Categories by Region

Region	Average Percentage of Agencies' Total Salary Budgets Allocated to Staff Categories		
	Clinical	Support	Management
I	76%	9%	14%
II	74%	13%	12%
III	73%	15%	11%
IV	68%	18%	13%
V	71%	15%	13%
VI	65%	15%	17%
VII	70%	15%	15%
VIII	74%	10%	15%
IX	70%	12%	13%
X	68%	14%	19%
National Average	71%	14%	15%

*Percentages may not add up to 100 due to rounding.

Table 33. Overview of Management Staffing by Region

Position	Percentage of Agencies Reporting Existing Full-time Management Positions										
	I	II	III	IV	V	VI	VII	VIII	IX	X	National Average
Executive Director	62%	88%	81%	82%	77%	86%	85%	89%	75%	91%	80%
Chief Financial Officer	72%	59%	75%	88%	75%	68%	71%	78%	65%	63%	73%
Asst. Executive Director/ Clinical Director	44%	34%	47%	63%	52%	54%	44%	22%	55%	44%	48%
Medical Director	38%	28%	36%	51%	31%	27%	47%	39%	35%	28%	36%
Dept Head: Consultation Education/Prevention	8%	22%	25%	25%	29%	16%	24%	11%	30%	22%	22%
Development	8%	6%	8%	20%	14%	11%	3%	11%	15%	9%	11%
Marketing	15%	3%	8%	16%	10%	11%	3%	17%	20%	3%	10%
Employee Assistance Program	13%	3%	3%	20%	12%	3%	9%	6%	5%	9%	11%
Finance	26%	16%	22%	20%	26%	30%	9%	11%	25%	19%	22%
Information Services (MIS)	44%	25%	28%	31%	25%	24%	9%	17%	40%	25%	27%
Personnel	59%	22%	36%	57%	31%	30%	18%	39%	40%	22%	35%
Public Information	10%	3%	3%	12%	11%	19%	9%	17%	10%	3%	9%
Quality Assurance	31%	9%	11%	39%	15%	30%	3%	17%	25%	3%	19%
Research/Evaluation	3%	6%	11%	14%	9%	0%	6%	6%	25%	3%	8%
Clinical Supervisor	33%	38%	39%	31%	36%	32%	24%	28%	25%	28%	33%

Table 34. Average Agency Staffing Configuration by Region

Region	Median Number of Staff Classified as:											
	Clinical			Support			Administrative			All Staff		
	Total	New*	Vacant	Total	New*	Vacant	Total	New*	Vacant	Total	New*	Vacant
I	55	23	5	15.5	4	1	11	2.5	1.5	90	29.5	6
II	50	10	4	10.5	3	3	5	2	1	58	15	6
III	59	13	5	18	4	2	5.5	2	1	80	18	6.5
IV	61.5	17	4	29	12.5	2.5	10.5	2	1	102.5	31	6
V	39	9	3	15	3.5	1	6	2	1	61.5	12	4
VI	30.5	9	2	19	4.5	2	6	2	1	54	14	3
VII	13	5.5	2	7.5	2	2	3	1	1	26.5	8	3
VIII	42	9	6	12	4	2.0	5	2.5	1	62	13.5	8
IX	32	7	2	18	8	2	6	4	1.5	75	9.5	2
X	16	6	2	5	3	1	3.5	1	1	24	6.5	3
National Average	40	10	3	14	4	2	6	2	1	65	14	5

*New hires during FY 88.

Numbers may not sum due to computational process used (see definition page 12).

Table 35. Position Vacancy and Turnover Rates by Region

Region	Vacancy Rate*	Annual Turnover Rate*
I	6.2%	32.4%
II	12.1%	32.1%
III	8.3%	20.3%
IV	6.6%	30.2%
V	6.6%	20.5%
VI	4.1%	29.5%
VII	6.3%	22.9%
VIII	8.9%	23.9%
IX	6.7%	23.5%
X	7.1%	32.4%
National Average	6.9%	25.9%

*See definition page 12.

Table 36. Percent of Agencies with Staff with Specific Degrees by Region

	Region										
	I	II	III	IV	V	VI	VII	VIII	IX	X	All
Psychiatrist	74%	75%	75%	84%	77%	78%	82%	61%	75%	66%	76%
Psychologist, MA	38%	34%	56%	62%	55%	81%	91%	67%	30%	34%	56%
Psychologist, PhD	72%	53%	67%	78%	72%	57%	68%	72%	65%	56%	68%
Social Worker, BA	28%	44%	47%	59%	58%	43%	47%	44%	35%	25%	47%
MSW	74%	72%	72%	84%	82%	84%	100%	83%	80%	75%	81%
DSW	5%	6%	8%	6%	4%	3%	3%	6%	15%	6%	4%
Nurse, LPN	29%	25%	32%	45%	25%	49%	15%	39%	40%	13%	29%
RN	46%	44%	56%	73%	53%	68%	53%	50%	40%	44%	54%
BA	36%	25%	36%	31%	23%	19%	15%	33%	15%	25%	26%
MS	33%	16%	19%	25%	24%	5%	21%	28%	25%	25%	22%
Mental Health Technician	51%	41%	50%	71%	69%	65%	56%	66%	60%	56%	61%
Occupational Therapist	26%	38%	33%	27%	32%	30%	24%	28%	20%	28%	29%
Other Clinical, BA	49%	44%	67%	67%	53%	65%	47%	78%	45%	63%	57%
MA	41%	44%	64%	67%	51%	51%	24%	61%	50%	53%	51%
PhD	10%	6%	25%	18%	6%	14%	6%	33%	15%	13%	12%
Nondegreed	5%	3%	8%	0%	3%	5%	9%	0%	5%	6%	4%

SECTION III

Clinical and Management Staffing and Compensation by Service Area Type

Table 37. Clinical Staff Compensation by Discipline — Urban

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.3	$76,000	$81,000	$92,000
Psychiatrist (contract)		$46/hr.	$46.75/hr.	$52/hr.
Psychologist, MA	2.4	23,000	28,500	31,500
PhD	2.0	30,000	37,000	41,000
Social Worker, BA	5.0	18,000	21,000	24,500
MSW	11.0	23,500	26,750	31,000
DSW	1.0	25,000	31,500	37,000
Nurse, LPN	5.5	19,000	22,000	24,000
RN	3.0	24,000	27,000	31,500
BA	2.0	24,000	26,000	28,500
MA	1.0	25,000	31,500	34,000
Mental Health Technician	15.0	13,000	15,000	17,000
Occupational Therapist	2.0	20,000	22,000	27,000
Other Clinical, BA	1.3	18,000	21,250	24,000
MA	9.5	19,500	23,500	28,000
PhD	2.4	23,500	29,250	36,500
Nondegreed	3.0	**	**	**
Without Administrative Duties				
Psychiatrist (salaried)		$68,000	$72,500	$79,500
Psychiatrist (contract)		$43.50/hr.	$46.50/hr.	$52.50/hr.
Psychologist, MA		23,500	25,750	29,500
PhD		29,000	32,500	37,500
Social Worker, BA		17,000	19,000	22,000
MSW		21,000	24,250	27,500
DSW		27,500	31,250	32,500
Nurse, LPN		17,000	19,750	22,500
RN		22,000	25,000	30,000
BA		22,000	25,000	28,000
MA		22,000	28,000	33,000
Mental Health Technician		13,500	16,250	18,500
Occupational Therapist		21,000	25,000	27,000
Other Clinical, BA		16,000	19,000	22,000
MA		20,000	23,500	28,000
PhD		24,000	32,250	37,500
Nondegreed		19,000	20,000	21,000

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data available.

Table 38. Management Staff Compensation — Urban

Position	Low	Average	High
Executive Director	$48,500	$54,000	$60,000
Chief Financial Officer	33,000	38,250	44,000
Asst. Executive Director/ Clinical Director	35,000	38,000	42,500
Medical Director	79,500	84,500	91,500
Dept. Head: Consultation/ Education/Prevention	27,000	34,000	41,000
Development	28,000	30,500	34,500
Marketing	27,000	31,000	35,500
Employee Assistance Program	25,000	30,500	33,000
Finance	27,000	31,500	37,000
Information Services (MIS)	24,000	27,500	33,000
Personnel	25,000	30,500	35,000
Public Information	23,000	28,000	31,500
Quality Assurance	27,500	32,000	37,500
Research/Evaluation	30,000	34,000	41,000
Clinical Supervisor	27,000	30,500	35,000

Table 39. Clinical Staff Compensation by Discipline — Suburban

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.0	$78,500	$87,250	$96,000
Psychiatrist (contract)		$55/hr.	$55.50/hr.	$55.50/hr.
Psychologist, MA	2.0	27,000	32,000	32,000
PhD	2.0	29,000	35,500	42,000
Social Worker, BA	2.5	17,000	21,500	24,000
MSW	12.0	24,000	28,500	32,000
DSW	1.0	32,000	40,000	41,000
Nurse, LPN	3.0	18,000	18,500	23,000
RN	4.5	26,000	32,000	37,000
BA	2.9	22,000	26,500	29,000
MA	1.0	27,500	30,000	33,000
Mental Health Technician	7.2	16,000	18,750	21,500
Occupational Therapist	2.0	22,500	26,250	30,500
Other Clinical, BA	1.1	19,000	24,250	28,000
MA	10.0	24,500	30,000	34,000
PhD	1.0	24,000	27,000	33,000
Nondegreed	1.0	12,000	13,500	15,000
Without Administrative Duties				
Psychiatrist (salaried)		$60,000	$70,000	$80,000
Psychiatrist (contract)		$50/hr.	$55/hr.	$55/hr.
Psychologist, MA		22,000	26,500	30,000
PhD		27,500	32,500	39,000
Social Worker, BA		16,500	19,250	22,000
MSW		21,000	25,000	30,000
DSW		19,000	23,000	27,000
Nurse, LPN		17,000	20,000	23,000
RN		22,000	25,500	28,500
BA		19,000	24,500	27,000
MA		21,000	27,000	34,000
Mental Health Technician		15,000	17,000	20,000
Occupational Therapist		17,000	20,500	25,000
Other Clinical, BA		17,000	21,250	24,000
MA		19,000	23,500	28,000
PhD		**	**	**
Nondegreed		13,000	15,000	17,500

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.
**Insufficient data available.

Table 40. Management Staff Compensation — Suburban

Position	Low	Average	High
Executive Director	$49,500	$55,000	$60,500
Chief Financial Officer	32,500	39,500	45,500
Asst. Executive Director/ Clinical Director	33,000	40,000	47,000
Medical Director	83,000	88,750	100,000
Dept. Head: Consultation/ Education/Prevention	28,500	33,500	37,500
Development	27,000	28,000	34,000
Marketing	25,000	31,000	37,000
Employee Assistance Program	38,000	41,500	45,000
Finance	27,000	31,000	36,000
Information Services (MIS)	22,000	25,500	29,000
Personnel	23,500	27,250	31,500
Public Information	20,500	23,250	25,000
Quality Assurance	29,500	30,250	34,000
Research/Evaluation	29,500	37,500	45,000
Clinical Supervisor	28,000	34,000	40,000

Table 41. Clinical Staff Compensation by Discipline — Rural

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	1.0	$65,000	$75,000	$90,000
Psychiatrist (contract)		$63/hr.	$64/hr.	$65/hr.
Psychologist, MA	3.0	25,000	29,500	35,000
PhD	1.9	30,000	36,000	41,000
Social Worker, BA	2.0	17,000	21,000	24,000
MSW	3.8	24,000	29,000	34,000
DSW	1.0	25,000	31,500	42,000
Nurse, LPN	1.0	17,000	19,500	22,000
RN	2.0	21,000	24,750	28,500
BA	1.8	20,000	28,500	31,000
MA	1.0	22,000	27,250	30,500
Mental Health Technician	5.0	15,000	17,000	19,000
Occupational Therapist	1.9	20,000	24,000	27,000
Other Clinical, BA	0.4	16,000	19,500	23,000
MA	6.0	21,500	26,000	30,500
PhD	1.0	26,000	33,000	40,000
Nondegreed	8.0	10,000	13,000	16,000
Without Administrative Duties				
Psychiatrist (salaried)		$71,500	$78,500	$85,000
Psychiatrist (contract)		$57.50/hr.	$62.50/hr.	$70/hr.
Psychologist, MA		20,000	25,000	30,000
PhD		29,000	34,500	40,000
Social Worker, BA		15,000	18,500	21,000
MSW		20,000	25,000	30,000
DSW		18,500	24,250	29,000
Nurse, LPN		14,000	16,000	19,000
RN		19,000	23,000	26,000
BA		20,000	22,500	25,000
MA		21,000	25,250	28,500
Mental Health Technician		12,000	14,500	18,000
Occupational Therapist		16,000	19,500	23,000
Other Clinical, BA		15,000	18,250	21,000
MA		18,000	23,000	27,000
PhD		26,500	29,500	35,000
Nondegreed		8,500	15,500	16,000

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 42. Management Staff Compensation — Rural

Position	Low	Average	High
Executive Director	$38,000	$44,000	$50,000
Chief Financial Officer	25,000	30,500	35,000
Asst. Executive Director/ Clinical Director	32,000	37,000	41,500
Medical Director	80,500	90,000	95,000
Dept. Head: Consultation/ Education/Prevention	26,000	28,750	32,500
Development	27,000	34,500	39,500
Marketing	23,500	29,000	35,500
Employee Assistance Program	21,000	27,000	32,000
Finance	22,000	25,500	29,000
Information Services (MIS)	20,000	23,500	27,000
Personnel	19,000	23,500	28,000
Public Information	20,000	22,000	23,000
Quality Assurance	25,000	29,250	35,500
Research/Evaluation	24,000	30,750	37,000
Clinical Supervisor	27,000	31,500	36,500

Table 43. Clinical Staff Compensation by Discipline — Mixed

Discipline	Median FTEs*	Low	Average	High
With Administrative Duties				
Psychiatrist (salaried)	2.0	$75,000	$85,250	$92,500
Psychiatrist (contract)		$60/hr.	$60/hr.	$60/hr.
Psychologist, MA	5.0	23,000	30,000	35,000
PhD	2.5	30,000	38,500	45,000
Social Worker, BA	5.5	17,000	19,750	24,000
MSW	10.0	23,000	29,000	35,000
DSW	1.0	28,000	36,250	39,000
Nurse, LPN	2.5	16,000	18,500	22,000
RN	4.8	21,000	27,500	32,000
BA	2.0	22,000	28,500	33,000
MA	2.0	25,000	31,000	39,000
Mental Health Technician	15.0	13,500	16,000	19,000
Occupational Therapist	1.7	20,000	23,500	29,000
Other Clinical, BA	1.0	17,000	21,000	25,000
MA	6.0	20,000	27,000	32,500
PhD	1.0	25,000	29,500	35,000
Nondegreed	13.8	15,000	19,500	27,000
Without Administrative Duties				
Psychiatrist (salaried)		$70,000	$77,000	$84,000
Psychiatrist (contract)		$50/hr.	$55/hr.	$60/hr.
Psychologist, MA		20,000	25,000	30,000
PhD		28,000	33,750	40,500
Social Worker, BA		16,000	19,000	23,000
MSW		20,000	25,000	30,000
DSW		22,500	27,000	31,500
Nurse, LPN		15,000	18,000	21,000
RN		20,000	24,250	29,000
BA		21,000	25,250	30,500
MA		22,000	27,000	32,000
Mental Health Technician		12,000	15,500	19,000
Occupational Therapist		18,000	21,500	26,000
Other Clinical, BA		15,000	19,500	23,000
MA		18,000	23,500	28,000
PhD		25,500	27,750	33,000
Nondegreed		13,000	18,500	25,000

* Note: Median FTEs includes all those within the discipline/degree with and without administrative duties.

Table 44. Management Staff Compensation — Mixed

Position	Low	Average	High
Executive Director	$45,000	$49,500	$57,500
Chief Financial Officer	30,000	36,500	42,000
Asst. Executive Director/ Clinical Director	34,000	40,000	45,000
Medical Director	77,500	86,250	94,000
Dept. Head: Consultation/ Education/Prevention	24,000	29,000	34,500
Development	26,500	32,250	39,000
Marketing	28,000	32,500	40,000
Employee Assistance Program	23,000	27,500	32,000
Finance	22,500	29,500	33,500
Information Services (MIS)	23,000	28,250	33,500
Personnel	22,000	25,000	30,000
Public Information	23,000	26,250	31,000
Quality Assurance	26,000	31,500	38,000
Research/Evaluation	24,500	30,250	34,000
Clinical Supervisor	25,000	29,000	34,000

Table 45. Salary Budget Allocated to Staffing Categories by Service Area Type

Service Area Type	Average Percentage of Agencies' Total Salary Budgets Allocated to Staff Categories		
	Clinical	Support	Management
Urban	73%	13%	14%
Suburban	72%	15%	13%
Rural	70%	15%	14%
Mixed	71%	15%	13%
National Average	71%	14%	15%

*Percentages may not add up to 100 due to rounding.

Table 46. Overview of Management Staffing by Service Area Type

Position	Percentage of Agencies Reporting Existing Full-time Management Positions				
	Urban	Suburban	Rural	Mixed	National Average
Executive Director	81%	83%	85%	77%	80%
Chief Financial Officer	78%	70%	71%	78%	73%
Asst. Executive Director	46%	45%	50%	52%	48%
Medical Director	51%	33%	26%	44%	36%
Dept. Head: Consultation/ Education/Prevention	28%	30%	19%	21%	22%
Development	19%	12%	4%	17%	11%
Marketing	22%	12%	4%	13%	10%
Employee Assistance Program	15%	7%	8%	11%	11%
Finance	26%	38%	13%	25%	22%
Information Services (MIS)	39%	43%	16%	29%	27%
Personnel	53%	40%	22%	43%	35%
Public Information	16%	13%	8%	6%	9%
Quality Assurance	27%	20%	11%	25%	19%
Research/Evaluation	12%	13%	4%	10%	8%
Clinical Supervisor	49%	35%	24%	37%	33%

Table 47. Average Agency Staffing Configuration by Service Area Type

Service Area Type	Median Number of Staff Classified as:											
	Clinical			Support			Management			All Staff		
	Total	New*	Vacant	Total	New*	Vacant	Total	New*	Vacant	Total	New*	Vacant
Urban	55.5	16	7	22	5	1	10	2	1	86	23	7.5
Suburban	57.5	14	4	15	4	2	7	2	1	83	17	5
Rural	24	7	3	10	3	2	4	1	1	43	9	3
Mixed	59	14	4	20	6	2	8	2	1	86	20	5
National Average	40	10	3	14	4	2	6	2	1	65	14	5

*New hires during past year.

Table 48. Position Vacancy and Turnover Rates by Service Area Type

Service Area Type	Vacancy Rate*	Annual Turnover Rate*
Urban	7.5%	25.9%
Suburban	7.3%	30.1%
Rural	6.3%	25.6%
Mixed	6.7%	25.0%
National Average	6.9%	25.9%

*See definition page 12.

Table 49. Percent of Agencies with Staff with Specific Degrees by Service Area

	Service Area Type				
	Urban	Suburban	Rural	Mixed	All
Psychiatrist	84%	82%	70%	82%	76%
Psychologist, MA	50%	43%	63%	62%	56%
Psychologist, PhD	72%	72%	64%	72%	68%
Social Worker, BA	59%	50%	41%	48%	47%
MSW	80%	82%	84%	83%	81%
DSW	8%	8%	5%	5%	4%
Nurse, LPN	32%	33%	22%	35%	29%
RN	58%	55%	49%	60%	54%
BA	34%	28%	18%	34%	26%
MS	28%	23%	15%	29%	22%
Mental Health Technician	57%	50%	64%	66%	61%
Occupational Therapist	35%	42%	22%	33%	29%
Other Clinical, BA	50%	42%	62%	64%	57%
MA	51%	57%	48%	55%	51%
PhD	1%	12%	12%	11%	12%
Nondegreed	5%	5%	1%	6%	4%

SECTION IV

Fringe Benefit Packages by Region and Service Area

Table 50. Average Percentage of Agency Salary Budget Allocated for Fringe Benefits by Region

Region	Percentage of Salary Budget Allocated for Fringe Benefits
I	13%
II	15%
III	14.5%
IV	13.5%
V	15.5%
VI	14%
VII	10%
VIII	20%
IX	17.5%
X	20%
National Average	15%

Table 51. Average Percentage of Agency Salary Budget Allocated for Fringe Benefits by Service Area Type

Service Area Type	Percentage of Salary Budget Allocated for Fringe Benefits
Urban	15%
Suburban	15%
Rural	14%
Mixed	15%

Table 52. Average Percentage of Agencies Offering Specific Fringe Benefits by Region

Region	Health Insurance	Dental Insurance	Life Insurance	Disability Insurance	Retirement Plan	Tuition Reimbursement	Professional Memberships	Continuing Education
I	92%	62%	82%	74%	69%	10%	15%	41%
II	94%	75%	81%	66%	72%	16%	15%	41%
III	81%	32%	83%	58%	72%	19%	33%	64%
IV	90%	69%	72%	55%	86%	14%	28%	49%
V	89%	49%	82%	59%	75%	25%	21%	52%
VI	92%	73%	89%	64%	76%	16%	30%	65%
VII	91%	44%	65%	59%	68%	12%	15%	50%
VIII	78%	56%	78%	44%	78%	11%	22%	39%
IX	90%	60%	60%	50%	65%	10%	20%	25%
X	88%	78%	75%	59%	62%	0%	13%	44%
National Average	89%	55%	79%	59%	74%	16%	21%	49%

Table 53. Average Percentage of Agencies Offering Specific Fringe Benefits by Service Area Type

Service Area	Health Insurance	Dental Insurance	Life Insurance	Disability Insurance	Retirement Plan	Tuition Reimbursement	Professional Memberships	Continuing Education
Urban	96%	74%	89%	61%	68%	20%	20%	55%
Suburban	87%	60%	83%	62%	72%	18%	18%	52%
Rural	88%	46%	75%	54%	76%	11%	20%	48%
Mixed	90%	57%	78%	66%	80%	19%	38%	47%
National Average	89%	55%	79%	59%	74%	16%	21%	49%

Table 54. Average Employer Share of Fringe Benefits by Region*

Region	Health Insurance Individual	Health Insurance Family	Dental Insurance Individual	Dental Insurance Family	Life Insurance	Disability Insurance	Retirement Plan	Tuition Reimbursement	Professional Memberships	Continuing Education
I	86%	72%	81%	66%	99%	96%	48%	80%	100%	94%
II	99%	88%	95%	76%	98%	93%	72%	65%	100%	94%
III	93%	81%	97%	76%	98%	100%	75%	83%	100%	98%
IV	88%	60%	88%	66%	92%	96%	46%	86%	89%	99%
V	93%	84%	93%	87%	99%	96%	64%	79%	95%	96%
VI	92%	61%	94%	70%	97%	98%	54%	100%	100%	98%
VII	96%	74%	95%	71%	100%	90%	55%	100%	80%	99%
VIII	93%	81%	95%	84%	98%	89%	49%	88%	100%	100%
IX	98%	61%	100%	69%	100%	83%	39%	88%	88%	100%
X	99%	87%	98%	86%	100%	97%	55%	0%	100%	88%
National Average	93%	78%	93%	78%	98%	95%	58%	83%	95%	97%

*All percentages were computed only from agencies reporting providing that benefit. Agencies that did not provide a particular benefit were excluded from calculations.

Table 55. Average Employer Share of Fringe Benefits by Service Area Type*

Service Area Type	Health Insurance Individual	Health Insurance Family	Dental Insurance Individual	Dental Insurance Family	Life Insurance	Disability Insurance	Retirement Plan	Tuition Reimbursement	Professional Memberships	Continuing Education
Urban	93%	79%	96%	85%	97%	98%	56%	79%	93%	93%
Suburban	95%	81%	93%	79%	99%	95%	67%	73%	100%	98%
Rural	93%	77%	94%	77%	97%	94%	53%	89%	94%	97%
Mixed	92%	76%	90%	72%	99%	95%	60%	85%	97%	98%
National Average	93%	78%	93%	78%	98%	95%	58%	83%	95%	97%

*All percentages were computed only from agencies reporting providing that benefit. Agencies that did not provide a particular benefit were excluded from calculations.

Table 56. Percentage of Agencies Offering Shift Differential by Region

Region	Yes	No	No Response
I	18%	80%	3%
II	25%	72%	3%
III	17%	81%	3%
IV	39%	61%	0%
V	28%	69%	3%
VI	22%	56%	2%
VII	24%	76%	0%
VIII	11%	83%	6%
IX	25%	70%	5%
X	19%	81%	0%
National Average	25%	73%	2%

Table 57. Percentage of Agencies Offering Shift Differential by Service Area Type

Service Area Type	Yes	No	No Response
Urban	24%	70%	1%
Suburban	33%	67%	0%
Rural	14%	85%	1%
Mixed	33%	66%	1%
National Average	25%	73%	2%

Table 58. Percentage of Agencies Offering Private Practice Option by Region

Region	Yes	No	No Response
I	77%	21%	3%
II	75%	22%	3%
III	61%	36%	3%
IV	67%	33%	0%
V	59%	38%	3%
VI	65%	32%	3%
VII	56%	44%	0%
VIII	50%	45%	5%
IX	50%	45%	5%
X	56%	44%	0%
National Average	63%	35%	2%

Table 59. Percentage of Agencies Offering Private Practice Option by Service Area Type

Service Area Type	Yes	No	No Response
Urban	70%	28%	2%
Suburban	85%	15%	0%
Rural	53%	47%	1%
Mixed	65%	34%	1%
National Average	63%	35%	2%

Table 60. Percentage of Agencies Offering Performance Incentives by Region

Region	Clinical Incentives	Management Incentives
I	21%	5%
II	16%	3%
III	9%	6%
IV	20%	16%
V	18%	13%
VI	28%	14%
VII	32%	12%
VIII	18%	7%
IX	30%	30%
X	19%	13%
National Average	20%	12%

Table 61. Percentage of Agencies Offering Performance Incentives by Service Area Type

Service Area Type	Clinical Incentives	Management Incentives
Urban	22%	14%
Suburban	15%	10%
Rural	17%	9%
Mixed	26%	16%
National Average	20%	12%

Table 62. Average Number of Vacation Days per Years of Employment by Region

Years of Employment	Region I		Region II		Region III		Region IV		Region V		Region VI		Region VII		Region VIII		Region IX		Region X		National Average	
	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt
1	20	15	20	13	13	13	15	13	15	13	12	12	15	12	15	15	15	15	13	12	15	12
2	20	17	20	14	14.5	14	15	15	15	14	14	12	15	15	15	15	20	15	15	13.5	15	15
3	20	20	20	15	15	15	15	15	17	15	15	15	18	15	15	15	20	16.5	15	15	17	15
4	20	20	20	15	15	15	16	15	19	15	15	15	18	15	15	15	20	16.5	18	15.5	18	15
5	20	20	20	19	15.5	15	18	18	20	18	18	16	20	17	19	15	20	20.5	20	17.5	20	18
6+	21	20	20	19	15.5	15	18	18	20	20	18	18	20	17.5	20	18	20	20.5	20	18	20	18

Table 63. Average Number of Vacation Days per Years of Employment by Service Area Type

Years of Employment	Urban		Suburban		Rural		Mixed	
	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt	Exempt	Non-Exempt
1	15	12	15	13	15	13	15	12
2	15	13.5	17	15	15	15	15	12.5
3	17	15	18	15	17	15	15	15
4	18	15.5	20	17	18	15	18	15
5	20	19.5	20	19	20	17.5	20	18
6+	20	20	20	20	20	18	20	18

Table 64. Average Number of Paid Holidays by Region

Region	Average Number of Paid Holidays per Year
I	12
II	11
III	11
IV	10
V	10
VI	10
VII	9
VIII	11
IX	11
X	11
National Average	11

Table 65. Average Number of Paid Holidays by Service Area Type

Service Area Type	Average Number of Paid Holidays per Year
Urban	11
Suburban	11
Rural	10
Mixed	11